

UNIVERSITY of LOWELL

Continuing Education

Fall 1979

*Seminars
for
BUSINESS
and
INDUSTRY*

- 1 Material Handling
- 2 Business Planning For The Small And Medium Sized Company
- 3 Effective Wage And Salary Administration
- 4 Printed Circuit Techniques
- 5 Management Skills For The Newly Appointed Technical Supervisor
- 6 Training Skills Workshop
- 7 Tools For The Developing Woman Manager
- 8 Effective Supervisory Development
- 9 Principles Of Equal Employment Opportunity
- 10 Employee Advanced Recruiting & Selection Techniques - For Technical Professionals
- 11 Managing Stress
- 12 Soldering And Assembly Technology
- 13 Labor Contract Workshop
- 14 Effective Written Communication

LOWELL, MA
(617) 454-4664

INTRODUCTORY

As the emerging technologies have too amply demonstrated, two inevitable partners in any enterprise are foresight and change. Every day new techniques are developed and new knowledge is acquired which could be of vital importance to the success of your operation.

In any effort to expand the understanding of foresight and change, the University of Lowell—Continuing Education has developed a coordinated curriculum of challenging, informative Seminars/Workshops. Each program is structured in such a way as to encourage participation. Raising questions, discussing problems and finding solutions in a professional atmosphere that results in a meaningful learning experience for all involved.

PROGRAM FEATURES

Because the amount of time you can spend from the office is limited, these Seminars/Workshops use highly focused one and two-day structures to assure that the best possible use is made of "your" limited and valuable time.

SPECIALLY DESIGNED: Each session involves the carefully integrated use of presentations, case studies, discussions and team assignments.

PROGRAM LEADERS: Instructors are chosen because of their Technical Expertise and as a result, have only one objective, to make sure you receive specific skills and techniques you can put into practice immediately. All instructors are Practicing Specialists.

COURSE MATERIAL: As an integral part of each program, material will be provided as a means of understanding the topics covered. This allows you to catalogue information for future reference.

LIMITED SESSION SIZE: To ensure the maximum amount of individualized instruction and group interaction.

On the following pages you will find complete information about Seminar Content, Faculty and Specific Program Dates and Locations. You can call our registration office (617) 454-4664 or complete and return the short registration form on back page.

UNIVERSITY of LOWELL

Located in the historic textile city that is the site of the country's first Urban National Historic Park, the University of Lowell is a vital educational, economic, and cultural asset to the Merrimack River Valley. Lowell is one of three public institutions with university status in Massachusetts, and the only one in the northeastern region of the Commonwealth. In 1973 state legislation directed the merger of Lowell State College and Lowell Technological Institute, and the University was formally established on June 9, 1975.

The merger created a comprehensive University with seven colleges, a graduate school, and a division of continuing education.

As a publicly supported institution, Lowell has special responsibilities as it seeks to discover, integrate, and transmit knowledge to help meet the needs of the state. Towards this primary effort of educating Massachusetts citizens, students pursue undergraduate or graduate degrees in the colleges of Education, Engineering, Health Professions, Liberal Arts, Management, Music, and Pure and Applied Science. Others participate in programs of continuing education scheduled nights, summers, and week-ends making the University a year round resource.

1

MATERIAL HANDLING

THE SEMINAR:

Virtually every manufacturing plant has material handling problems. This intense one-day program, in addition to offering attendee participation, will help you determine the true measure of your materials handling design and equipment. The leading experts will explore designing material handling systems, energy saving construction and modernization, truck and rail docks, storage systems, containers and customer specifications.

BENEFITS:

- HOW TO reduce cost
- HOW TO increase productivity
- HOW TO optimize space
- HOW TO save energy
- HOW TO eliminate waste

OUTLINE :

- Equipment Specifications
- Design Criteria That Conforms with ANSI and RMI Specifications
- Container Design & System Applications
- Truck and Rail Dock Design to Save Energy
- Vendor/ Customer Relations
- System Design

SEMINAR LEADERS:

David Michelson, President,

Merrimack Handling Equipment Corporation, Nashua, N.H.

David Gherlone, Engineer,

Eastern Regional Applications, Midland Ross Corp., Material Handling Division, Cincinnati, Ohio

David Atherton, Purchasing Agent,

Davidson Rubber Co., Dover, NH

John Pelligrino, Chief Engineer,

RIDG-U-RAK, Inc., Erie, PA

In Cooperation with American Institute of Industrial Engineers

Date: October 9, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: Sheraton Rolling Green Motor Inn, Andover, Ma

2

BUSINESS PLANNING FOR THE SMALL AND MEDIUM SIZED COMPANY

THE SEMINAR:

Every Business Needs A Plan

An overall plan of operation — "The Business Plan" — is important to every company, small as well as large. By developing a Business Plan, management gets a better idea of where the company is, where it might head in the future, and how it will get there.

The process of business planning results in a meshing of the diverse areas of the business into a coordinated whole. This seminar takes a practical approach to business planning. It focuses on the only ultimate reason for developing a Business Plan — to improve the financial performance of the company. It's comprehensive and pragmatic -- bottom-line all the way!

OUTLINE:

Business Planning

What is a business plan?
Why prepare a plan?

The Business Planning Process

Getting started.
Utilizing the organization.
Improvement over time.

Building A Product Line Matrix

Quality and price.
Product line profitability.
Unit and total contribution.
Competitive analysis.

Tying In Production and Inventory

Variable and fixed cost.
Standard and actual volume.
Absorbed cost.
Variances.
Break-even.
Effects of change.
Return on investment.

SUMMARY - CAREFUL REVIEW OF "YOUR" BUSINESS PLAN

Tailoring the Business Plan To the Needs Of The Specified Company
Your company is "Different"
What to do about it.

Structuring The Organization

Relating it to the goals.
Strategy and programs.

Establishing The Marketing and Sales Plan

Who to whom, when, what, and at what price.

Product Development, The Link Between Marketing and Production

Modifications.
Extensions and new products.

Preparing Financial Statements Which Management Can Use

P & L's with emphasis on contribution.
Working with capital and fixed assets as "assets" employed.
Cash flow which are really cash.

SEMINAR LEADER:

Stephen H. White, Vice-President,

Upstart Publishing Company.

Mr. White has 10 years experience in the field of commercial banking. He was a Vice-President with the Union Trust Company of Connecticut and also spent three years with the Office for Small Business Administration as a Senior Management Assistance Officer. For the past few years, he has conducted seminars on business planning for various organizations. Mr. White holds a B.S. degree in Economics.

Dates: October 9 - 10, 1979

Enrollment Fee: \$225.00

Includes Meeting materials and Luncheons

Location: University of Lowell Campus

3 EFFECTIVE WAGE AND SALARY ADMINISTRATION

THE SEMINAR:

This one-day management skills program has been developed to give supervisors and managers an update on effective approaches to increasing their company's return on its investment in Human Resources.

Your business growth and profit depends in large part on your company's ability to reinvest its revenue in the right people at the right time and in the right amount. If you expect to increase the return of your investment in wages and salaries through increased productivity—this program is for you.

In a structured variety of discussions, workshops, and demonstrations you will learn what is effective wage and salary administration.

BENEFITS:

Participants in this program will return to their companies with a heightened awareness of what their responsibilities are in effective wage and salary administration and a knowledge of specific techniques designed to increase the effectivity of your current system.

OUTLINE:

I. Introduction

- A. Definition of Effective Wage and Salary Administration
- B. The Management Attitude
- C. Definition of Roles in Effective Administration

II. Understanding Needs

- A. Individual Hierarchies of Need
- B. Companies Hierarchy of Needs
- C. Building a System to Meet the Needs

III. System Components

- A. Wage and Salary Structures
- B. Survey Utilization
- C. Setting Wage and Salary Ranges
- D. Determining the Planned Objective
- E. Job Placement in the Structure
- F. Job Ranking, Job Evaluation and Market Ranking

IV. Using the System

- A. Position Descriptions
- B. Performance Standards
- C. Performance Evaluation
- D. Administration Increases

SEMINAR LEADER:

Paul J. Williamson, Director,

Analog Devices, Inc.

Prior to his work at Analog, he had been a compensation consultant and manager of International Compensation for Texas Instruments. An active member of the American Compensation Association he is also Vice-President of the Electronics Industry Personnel Association of Greater Boston. During his more than twenty years in the field of compensation and benefits he has conducted numerous seminars for business, industry and professional associations throughout the country.

Locations and Dates:

October 16, 1979 — Sheraton Rolling Green,
Andover, Ma

November 14, 1979 — Holiday Inn, Hartford, CT

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

4 PRINTED CIRCUIT TECHNIQUES

THE SEMINAR:

This intensive two-day program will expose you to some of the latest techniques used in the industry today. A comprehensive approach to problem solving in such areas as Fabrication, Packaging, Quality and Production Requirements will be discussed. These cost cutting solutions should be of special interest to Engineers, Manufacturing Engineers, Quality Control and Industrial Engineers.

BENEFITS:

- TO increase productivity
- TO improve packaging
- TO cut cost
- TO reduce inspection

OUTLINE:

9:00 - 12:30 p.m.

"Design Requirements for Density P.C. Board Packaging"

By Norman Einarson, President, Printed Circuit Technology, Burlington, MA

"Multilayer-Design & Application"

By Al Bergun, Advanced Engineering, Data General, Northboro, MA

12:30 - 1:30 p.m.

Luncheon

1:30 - 5:00 p.m.

"Cross Sectioning the Plated Thru Hole for Product Liability"

By Jim Nelson, Laboratory Director, Beuhler Ltd., Evanston, IL

"Solder Fusing Infra Red Reflow, Hot Air Leveling"

By Warren Abbott, Director, Technical Services, Hollis Engineering, Nashua, NH

9:00 - 12:30 p.m.

"How to Choose The Right Flux-Testing For Surface Contaminates"

By Ken Barry, President, Kenco Alloy & Chemical Co., Addison, IL

"Designing for Automatic Insertion"

By Neil McLean, Program Director, USM Corp., Dynapert Div., Beverly, MA

12:30 - 1:30 p.m.

Luncheon

1:30 - 4:30 p.m.

"Conformal Coating Techniques and Applications"

By Virgil Lorenzini, Sr. Applications, Engineer, Hysol Div. of Dexter Corporation, Olean, NY

"Printed Circuit Laminates"

By Victoria Allies, Market Development Specialist, General Electric Co., Coshocton, Ohio

SEMINAR LEADER:

James M. McCarron, President, McCarron Circuits Products

Jim has more than 20 years experience in the field of Printed Circuit Design and Fabrication. He held Senior Management positions with such companies as, Lockheed Electronics, Photocircuits Corp. and A & M Associates. Jim has lectured and conducted workshops on P.C. Technology for the Society of Manufacturing Engineers, American Institute of Industrial Engineers and various universities. He holds a B.B.A. Degree in Marketing.

Dates: October 23 - 24, 1979

Enrollment Fee: \$225.00

Includes Meeting materials and Luncheons

Location: Holiday Inn, Woburn, MA

MANAGEMENT SKILLS FOR THE NEWLY APPOINTED TECHNICAL SUPERVISOR

THE SEMINAR:

Moving an employee into a supervisory position without proper training is an injustice to the employee and unprofitable for the company.

This two-day program has been designed to meet the particular needs of technical professionals recently promoted to a supervisory or managerial position. Participants will typically be from the engineering area (product engineering, R&D, test engineering, drafting or logistics).

BENEFITS:

■ This unique program combines self-awareness with specific skill applications ■ They will learn from specific experience based situations that will provide them with the insights required to successfully make the transition from engineer to technical supervisor ■ They will get an understanding of all the essential components of modern management, learn to develop an open working relationship with the supervisor, and plan for the future development of engineers.

OUTLINE :

- | | | |
|---|--|---|
| <p>I. Introduction to Supervision</p> <ul style="list-style-type: none"> A. Nature of Management B. Human Relations and the Individual C. Understanding Employees D. Perception and Supervision <p>II. Fundamentals of Organizing and Planning</p> <ul style="list-style-type: none"> A. Managing Personal Time B. Poor Planning C. Benefits of Good Planning D. Organization Structure E. Management Span <p>III. Duties and Functions of Good Supervision</p> <ul style="list-style-type: none"> A. Improving Work Methods B. Controlling Cost C. Delegation Techniques D. Development of Participation | <p>IV. Motivation and People</p> <ul style="list-style-type: none"> A. Morale and Productivity B. Human Relations and Motivation C. Knowing Your Workers D. A Mature Approach E. Priority of Needs <p>V. Communications</p> <ul style="list-style-type: none"> A. Plan Your Communication B. Basic Concepts C. Symbols in Communication D. Communication Networks E. How to Listen <p>VI. Communications (Case Studies)</p> <ul style="list-style-type: none"> A. Analysis and Discussion B. Managing Change C. The Challenge of Communication | <p>VII. The Meaning of Discipline</p> <ul style="list-style-type: none"> A. Creating a Climate B. The Reprimand C. Enforcing Rules Consistently D. Encourage Not Discourage <p>VIII. Evaluating Subordinates</p> <ul style="list-style-type: none"> A. Formal or Informal Evaluation B. How People Differ C. Sizing up Intelligence D. Personality Patterns <p>IX. Decision Making</p> <ul style="list-style-type: none"> A. The Process B. The Supervisor's Role C. A Formula D. Making Sound Decisions E. Skill and Decision Making <p>X. Developing, Personal Advancement</p> <ul style="list-style-type: none"> A. Resources for Self-Development B. Involvement and Participation C. Move Forward and Upward |
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SEMINAR LEADERS:

J. Richard Cortes, Corporate Director,

Ogden Food Service Corp., Boston, MA

Prior to Ogden, he was Personnel Manager for Sanders Associates. During his more than 18 years in the Field of Management Development and Personnel he has conducted numerous seminars/workshops for business and industry throughout the United States and Canada. He has been a Management Consultant to such companies as Westinghouse, Ford and Litton Industries. He is a Senior Member of A.I.E. and active in the American Society for Training and Development. He is a graduate of Pratt Institute in New York city and holds a B.S.I.E from the University of California.

Jim Duras, Manager of Organizational Dev.

Sanders Associates, Inc. Nashua, N.H.

He has more than 22 years experience in the field of Management Development and Organizational Behavior. He has held various executive positions in Human Resource Management. He was Personnel Manager for Uni-Royal Tire Division for 10 years and also held Management Consultant positions to various organizations and universities. He has instructed courses in Personnel Management, Organized Development and Management at Northeastern University and the University of New Hampshire.

Dates: October 24 - 25, 1979

Enrollment Fee: \$225.00

Includes Meeting materials and Luncheons

Location: Holiday Inn, Hartford, CT



TRAINING SKILLS WORKSHOP

THE WORKSHOP:

Training the Trainer: Involvement and Innovation. For those just assuming training responsibilities and for managers who influence training decisions. You'll profit from this highly participative learning experience in Training Skills, Concepts, Strategies and Techniques.

BENEFITS:

This program will help improve your self confidence in difficult Training Situations ■ Develop your skills in Planning Training Objectives ■ Create Effective Teaching Aids ■ Lesson Plans ■ Cost Effective In-House Training Programs.

OUTLINE :

- | | |
|--|---|
| I Determining Training Needs | VI Defining Performance Levels Present/Expected |
| II The Role Of Training In The Organization | VII Development Of Course Content And Proper Training Methods |
| III Establishing Credibility In The Company | VIII How To Evaluate Training Techniques |
| IV Analyzing Needs And Setting Objectives | IX How To Develop Your Instructional Presentational Skills |
| V Task Analysis For Training Program Development | |

WORKSHOP LEADER:

J. Richard Cortes, Corporate Director,

Ogden Food Service Corporation, Boston, MA

Prior to Ogden he was Personnel Manager for Sanders Associates. During his more than 18 years in the Field of Management Development and Personnel, he has conducted numerous seminars/workshops for business and industry throughout the United States and Canada. He has been a Management Consultant to such companies as Westinghouse, Ford, and Litton Industries. He is a Senior Member of A.I.E. and active in the American Society for Training and Development. He is a graduate of Pratt Institute in New York city and holds a B.S.I.E from the University of California.

Date: November 1, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: Sheraton Rolling Green Motor Inn,
Andover, Ma



TOOLS FOR THE DEVELOPING WOMAN MANAGER

THE SEMINARS:

This two-day program is designed to strengthen the participant's interpersonal skills, increase her productivity on the job, and gain a better understanding of herself and her co-workers (Subordinates, peers, supervisors).

OUTLINE :

Seminar I - November 7, 1979

Leadership and Influence

Recognizing and understanding different leadership styles and determining when a particular style is more likely to be productive. Maintenance and task roles. Hierarchy of individual needs.

Power

Expert, referent, legitimate, coercive, reward. Diagnosing, developing and using power in various situations.

Communications

Verbal, written and body language. The many ways one communicates feelings, ideas, and requests will be explored as well as practice sessions in reading/recognizing these messages and making appropriate responses. Maintenance, task, and self-oriented roles.

Seminar II - November 14, 1979

Creative Problem Solving

Develop the ability to look at a problem in a new and different way in order to find a more productive solution.

Women Issues

Making it in management, handling male chauvinism, visibility and innuendoes.

Decision Making

Identification, consequences, alternatives, evaluation and implementation. Group decision making.

Time Management

Get more from your time investment. Learn how to divide your activities, establish priorities, and organize your day for top productivity by utilizing practical techniques for saving and stretching each hour.

SEMINAR LEADER:

Prof. Elizabeth P. Powell,

Co-founder and Treasurer of Diamond Machining Technology, Inc.

Co-founder and Treasurer of Diamond Machining Technology, Inc., a diamond abrasive tool manufacturing company in Hudson, Ma.; Visiting Assistant Professor of Management and Organizational Behavior, Babson College; former Lecturer at University of Lowell. Educated at Smith College (B.A.), The Fletcher School of Law & Diplomacy, Tufts and Harvard Universities (M.A.), and Babson College (M.B.A.) Member of Academy of Management, and American Society For Training and Development. Three term elected Town Meeting Member. Included in WHO'S WHO OF AMERICAN WOMEN since 1970.

(Participants will be limited to 20.)

Dates : November 7 and 14, 1979

Enrollment Fee: \$225.00

Includes Meeting materials and Luncheons

Location: University of Lowell Campus



EFFECTIVE SUPERVISORY DEVELOPMENT

THE SEMINAR:

This one-day concentrated management "skills" program has been designed for individuals who need to be up to date on the best methods of employee development. Your business is only as good as the men and women you have on the job. If you expect production, a satisfied work force and results-oriented attitude from subordinates—this program is for you.

In a variety of challenging sessions, discussions, workshops and demonstrations you will learn what is effective supervision. A major benefit that can also be derived and should not be overlooked is the insight obtained by meeting and studying with other supervisors. This kind of contact with peers from other companies broadens horizons, creates a new awareness of the business of "people management".

BENEFITS:

Participants in this program should return to their jobs with greater understanding of the nature of effective leadership performance.

OUTLINE:

- | | |
|---|--|
| I. Introduction
A. Definition of Supervision
B. The Management Attitude
C. Human Relations and Work Groups | IV. Management Personality
A. Boss Relations
B. Strategies, Styles, Skills
C. Your Value System
D. Tolerance for Uncertainty and Ambiguity |
| II. Understanding the Individual Employee
A. Attitudes and Morale
B. Human Relations and the Individual
C. Training Employees to Work Well
D. How to Get Better Employee Cooperation
E. Case Discussion | V. Motivating Your Subordinates
A. Basic Attitudes and Values
B. Case Study Film, "I Just Work Here"
Case Discussion |
| III. Supervising People
A. The Knack of Giving Instructions
B. How and When to Discipline
C. Developing an Approach
D. Delegating the Work | VI. Communications Techniques
A. Communication Networks
B. Barriers to Good Communications
C. "Communications Break-down" - Case Study Discussion
D. Mechanical Theories
Case Studies and Workshop Demonstrations will be used |

SEMINAR LEADER:

J. Richard Cortes, Corporate Director,

Ogden Food Service Corporation, Boston, MA

Date: November 8, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: Holiday Inn, Hartford, CT



PRINCIPLES OF EQUAL EMPLOYMENT OPPORTUNITY

THE SEMINAR:

The government has become a demanding partner in your business, representing your employees in employment, safety, discrimination and many other day-to-day dealings with your workforce. Even the statements and actions of every "Manager Employee" must conform to the prescribed National and State Requirements.

BENEFITS:

In a structured variety of discussions you will learn from this seminar the required actions necessary for monitoring effective programs in implementing equal employment opportunity.

OUTLINE:

- History And Major Concepts Of Law
- Administration of The Act of 1963, Enforcement Procedures
- Parity
- Recruitment, Hiring and Placement
- Interpreting Unlawful Employment Practices, EEDC Guidelines and Revisions
- Training
- Checklist on Recruiting and Selection and Placement, Documentation
- Separations
- Compensation And Benefits

SEMINAR LEADER:

Mr. Jack Bills, Vice President,

Beckwith Associates

Mr. Bills has more than 19 years experience in personnel and labor relations. He has been director of Industrial Relations for such companies as Burroughs, Carborundum Corp., and Sanders Associates, and other high technical corporations. He has conducted management seminars and lectures on EEO and Labor Relations for various organizations for the past several years. Mr. Bills graduated from Kent State University with a BS in Labor Economics and has taken graduate studies in Statistics.

Date: November 14, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: Holiday Inn, Hartford, CT



EMPLOYEE ADVANCED RECRUITING AND SELECTION TECHNIQUES FOR TECHNICAL PROFESSIONALS

THE SEMINAR:

Recruitment and proper interviewing skills can mean the difference between profit and loss in business. Therefore, it becomes vital to be able to locate qualified candidates and manage the interviewing process.

BENEFITS:

■ You will learn what is required in today's competitive market on locating, selecting and evaluating data. ■ How to assure your selection and interview practices comply with government requirements. ■ This program will also give you the opportunity to discuss your day-to-day "Human Resources" problems with top professionals.

OUTLINE:

Cost Effective Interviewing and Selection Procedures
How Productivity and Profits are Effected
Matching Job and Applicant
Working With and Selecting The Right Recruiting Firm
Determining Your Budget
Interviewing the Recruiting Firm
Establishing Milestones
Prescreening Techniques
Clarifying the Job Specifications
Qualifying the Out of State Candidate
Organizing, Evaluating and Comparing Applicant Statements with Reference Feedback
Team work and Closing Candidate

Techniques for Controlling the Interview
Establishing the Climate
Modeling the Questions to Obtain Data Required
Analyzing and Evaluating the Resume
Effectively Closing the Interview
Making Selection Decisions
Separating the Qualified from the Others
Evaluating, Summarizing and Determining Your Next Step
Current EEO Laws, Enforcement Procedures and New Interviewing Standards
Restricted or Illegal Areas of Questioning
General Overview and Discussion

SEMINAR LEADERS:

Mr. Jack Bills, Vice President,

Industrial Relations, Loral, Inc., Yonkers, NY

Mr. Timothy Crowe, Independent Management Consultant

J. Richard Cortes, Management Dev. and Employee Resources.

Ogden Food Service Corp., Boston, MA

Mr. Ted Meagher, Operations Manager,

Federal Systems Group, Sanders Assoc., Nashua, NH

Mr. Richard Stevens, Vice President and Treasurer,

Management Advisory Service, Inc., Burlington, MA

Date: November 15, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: Holiday Inn, Hartford, CT



MANAGING STRESS

THE SEMINAR:

Although stress does have different effects on different people, it is a growing concern in the complex society of today.

Stress is the reaction to various pressures of living and working. Today's managers are finding it increasingly difficult to cope with the many stresses facing them in their lives. These stresses often result in feelings of conflict, frustration, disillusionment, apathy, and tension.

The impact of stress on managers' health, productivity, and organizational compliance is high in today's environment. Various health problems, such as coronary heart disease, ulcers, headaches, and hypertension are often associated with the stresses of managerial and professional life. Managerial obsolescence, role overload, and dissatisfying jobs are just several of the many factors that lead to stress.

The cost of stress-induced dysfunction in financial terms is staggering. Through a better understanding of the causes and reactions to managerial and professional stress, individuals can learn to develop new ways in cutting stress and thus create greater satisfaction and effectiveness in work and life.

OUTLINE:

Includes theory, relaxation techniques, role-playing, life-planning exercises and stress diagnosis projects.

1. Stress and the Manager: Introduction
2. Reactions to Managerial Stress
3. Causes of Managerial Stress
4. Case Studies of Managerial Stress
5. Ways to Reduce Stress

SEMINAR LEADERS:

Neal E. Thornberry, Consultant,

Organizational Dimensions, Wellesley Hills, Ma
Neal E. Thornberry is a senior partner in ORGANIZATIONAL DIMENSIONS. His consulting activities include executive and managerial assessments, manpower and EEO planning, organizational communications, and management training and development. Before joining ORGANIZATIONAL DIMENSIONS, Dr. Thornberry worked as a consultant in a large midwestern consulting firm. His primary duties involved the identification and development of human resources.

Dr. Thornberry received his B.A. from Case Western University and his M.A. and Ph.D. in Industrial Organizational Psychology from Bowling Green State University. His publications include articles on job satisfaction, leadership and leadership effectiveness.

In addition to his consulting work, he is a Professor of Management and Organizational Behavior at Babson College, Wellesley, Massachusetts.

Joseph R. Weintraub, Psychologist,

Organizational Dimensions, Wellesley Hills, Ma
Joseph R. Weintraub is a senior partner of ORGANIZATIONAL DIMENSIONS. As a management psychologist, he consults with organizations and conducts seminars in the areas of organizational and management development, job satisfaction, performance appraisal, and managerial stress. His work on job dissatisfaction and health has appeared in national publications, including THE WALL STREET JOURNAL.

Dr. Weintraub received his B.S. from the University of Pittsburg and both his M.A. and Ph.D. in Industrial-Organizational Psychology from Bowling Green University.

In addition to his consulting duties, he is a Professor of Management and Organizational Behavior at Babson College, Wellesley, Massachusetts.

Date: November 27, 1979

Enrollment Fee: \$125.00

Includes Meeting materials and Luncheon

Location: University of Lowell Campus
(Limited to 25 participants)

12 SOLDERING AND ASSEMBLY TECHNOLOGY

THE SEMINAR:

This two-day seminar will help you find cost saving solutions to your Electronic/Soldering & Assembly problems. **The high cost of Labor and Materials** makes it important for you to achieve a maximal Product Acceptance Rate to minimize repair and costly waste.

Up to date information will be presented about hand soldering, solders and fluxes including water soluble residue flux, chemicals, detecting and removing ionic contaminants, wave soldering, the stabilizer process, reliability & quality control and employee training programs.

BENEFITS:

The **objectives** of this 2 day program are:

- Increase Productivity ■ Eliminate Waste
- Reduce Rework ■ Reduce Inspection

OUTLINE:

9:00 - 12:00 Noon

"Solderability"

By Norbert Socolowski, Alpha Metals, Inc.

"Practical Tooling and Methods for Production Soldering"

By Robert Greenlaw, Western Electric Co.

"Desoldering/Component Removal & Replacement"

By John Frawley, Air Vac Engineering Co., Inc.

12:00 Noon - 1:00 p.m.

Group Luncheon

1:00 - 5:00 p.m.

"Adhesive Technology For Electronic Products Assembly"

By Victoria R. Allies, Loctite Corp.

"Training Production Operators"

By Edwin J. Romanak, Bendix Corporation

"Flex Circuits - Variations & Usage"

By Robert Tabor, Sanders Assoc., Inc.

4:45 - 5:15 p.m.

Problem Solving Session

Speakers will analyze and discuss individual approaches to solving your specific production problems.

9:00 - 12 Noon

"Vapor Phase Soldering"

By Don Spigarelli, Hybrid Technology

"Advanced Mass Soldering Technology"

By Ernest Gutbier, Western Electric Co.

"Wave Soldering - Latest State-Of-Art"

By Paul Budd, Electrovert, Inc.

12:00 Noon - 1:00 p.m.

Luncheon

1:00 - 4:30 p.m.

"Training and Development Rewards"

By J. Richard Cortes, Ogden Food Service

"Today & Tomorrow - Processes/Controls for Production Soldering"

By Warren Abbott, Hollis Engineering, Inc.

"Static Awareness"

By Allen Schweriner, Simco Co.

4:30 - 5:00 p.m.

Final Problem Solving Session

A Problem Solving Session and an Open Forum to determine Your Future Needs.

SEMINAR LEADERS:

Joseph A. Sylvester, President,

OMNI Tech Company, San Dimas, California

OMNI Tech Company, San Dimas, California

Joseph A. Sylvester is currently President of OMNI Tech Company, an Audio-Visual and Consulting Firm in San Dimas, California. He has recently created a Technology Learning Center in Garden Grove, California, a school offering hands-on training in all phases of Electronic Assembly. Prior to this, Joe was President of Royal Soldering and Vice President of R & D of both Solder Removal Company and Hexacon Electric Company.

Actively concerned with industry and education, he has conducted seminars in the field of Soldering and Metals Joining for over 16 years, in conjunction with such organizations as the American Society of Quality Control, American Institute of Industrial Engineers, Institute of Printed Circuits and the Society of Manufacturing Engineers. He holds many patents on tools and technical processes and has written for the American Welding Society, "Welding Handbook".

Mr. Sylvester received his degree in Industrial Management from Fairleigh Dickinson University. He is a Senior Member of the American Institute of Industrial Engineers and a Senior Member of the Society of Manufacturing Engineers.

J. Richard Cortes, Corporate Director,

Ogden Food Service Corp., Boston, Ma

Prior to Ogden, he was Personnel Manager for Sanders Associates. During his more than 18 years in the Field of Management Development and Personnel he has conducted numerous seminars/workshops for business and industry throughout the United States and Canada. He has been a Management Consultant to such companies as Westinghouse, Ford, and Litton Industries. He is a Senior Member of A.I.E. and active in the American Society for Training and Development. He is a graduate of Pratt Institute in New York city and holds a B.S.I.E from the University of California.

In Cooperation with American Institute of Industrial Engineers

SEMINAR STAFF:

Norbert J. Socolowski, Product Manager

Alpha Metals Inc., Jersey City, NJ

Victoria R. Allies, Marketing Development Specialist

General Electric Co., Coshocton, OH

John Frawley, Vice President Marketing

Air Vac Engineering Co., Inc. Milford, CT

Edwin Romanak, Training Director

Bendix Navigation & Control Group, Teterboro, NJ

Don Spigarelli, President

Hybrid Technology, Concord, MA

Paul Budd, Technical Director

Electrovert, Inc. Mount Vernon, NY

Warren Abbott, Director Technical Services

Hollis Engineering, Inc. Nashua, NH

Robert Tabor, General Manager

Sanders Associates, Inc. Flexiprint Division, Manchester, NH

Allen Schweriner, Vice President Sales & Marketing

Simco Co., Lonsdale, PA

Jim McCarron, President

McCarron Circuit Products, Glen Oaks, NY

Dates: December 4 - 5, 1979

Enrollment Fee: \$225.00

Includes Meeting materials and Luncheons

Location: Sheraton Rolling Green, Andover, MA



LABOR CONTRACT WORKSHOP

THE WORKSHOP:

The workshop is designed to further the development of managers in administering the labor agreement. The one-day session brings together management personnel to interact and learn more about administering the labor contract.

BENEFITS:

Managers will be exposed to the theory and day-to-day interpretation and application of the labor contracts. The negotiations and administration of the labor contract is presented as a continuous process requiring constant expert attention.

OUTLINE:

- The collective bargaining agreement
- Negotiations as a continuous process
- Day-to-day administration of the collective bargaining agreement
- In depth analysis on the theory and practical application of labor contract provisions with focus on:
 - Grievance procedures - arbitration - union security - disciplinary actions - bargaining unit - seniority - strike and lockout - wages - holidays - vacations - insurance programs - and many other usual contract provisions

WORKSHOP LEADERS:

Pat G. Zicari, Manager, Employee Relations ,

General Electric Wire and Cable Business Department. He is a graduate of Harpur College and associated with General Electric since 1959 in management positions. For the past 14 years he has total functional responsibility in the areas of Negotiation of Management/Union Agreements, Arbitration and Litigation of Grievances, and Administration of Union Avoidance Programs. Academically, Mr. Zicari has taught management courses at several schools and is an active member of many Civic and Professional organizations.

Atty. Perry G. Panos

Principal, General Counsel and Management Consultant,

Principal, General Counsel and Management Consultant with J.J. Ellis Company, Boston, MA. The company is actively engaged throughout New England in the negotiation and administration of collective bargaining agreements, arbitrations and unfair labor practice matters. Atty. Panos is a graduate of Boston University Law School, and his experience also includes twelve years as a Senior Trial Attorney and Hearing Officer with the National Labor Relations Board. Academically, Atty. Panos has taught Labor Relations courses at several schools.

Date: November 13, 1979

Enrollment Fee: \$125.00

Includes Meeting material and Luncheon

Location: University of Lowell Campus



EFFECTIVE WRITTEN COMMUNICATION

THE WORKSHOP:

Clear, coherent, convincing report and memorandum writing can make the difference between acceptance of your ideas or their rejection. The ability to communicate effectively is one of the most important assets any ambitious corporation or organization employee can cultivate.

People newly entered in the corporate world will find that concise and persuasive communication will make their abilities known. Management personnel will discover that it is to their advantage to keep abreast of new techniques for the presentation and interpretation of statistical and other complex data.

BENEFITS:

■ Each participant will receive a maximum of personal instruction directed to his or her specific business requirements ■ Each participant will prepare a management survey, a section of a report, and another report involving the arrangement and interpretation of statistical material. Each of these assignments will be discussed individually with the participant ■ Each participant will prepare a complete report of the type normally required as part of his or her actual professional duties.

OUTLINE:

- I. Considering the **Needs, Attitude, and Knowledge** of subject of the audience
- II. A systematic approach
- III. How to organize reports
- IV. How to prepare the draft
- V. How to edit the draft for **clarity, conciseness, accuracy and completeness.**
- VI. Displaying and explaining statistical information

Participants are encouraged to bring one of the reports that they have had some difficulty, so that they can apply

the principles taught at the Workshop and have the results of your work evaluated

WORKSHOP LEADER:

William J. Gallagher, Director,

Director of ADL's Communication Services Department, more than 25 years' experience in communication and training as an instructor, consultant, and administrator—author of the popular book Report Writing for Management, as well as many articles on oral and written communication—has conducted communication training programs for such organizations as the Civil Service Commission, the Postal Service Management Institute, the Gulf Management Institute, the Federal Reserve Bank, the Bank Administration Institute, the Iranian Management Development Institute, and Canadian Management Association—has lectured on communications at MIT, Harvard Business School and University of Wisconsin Graduate Schools of Business.

Dates: December 5, 6, 7, 1979

Enrollment Fee: \$325.00

Includes Meeting materials and Luncheons

Location: University of Lowell Campus

PLASTICS SEMINARS

	Philadelphia	Seattle	Portland	San Francisco	Los Angeles	Cleveland	Chicago
A How to SELECT the BEST PLASTIC for your product COST/PERFORMANCEWISE	Sep. 27-28	Oct. 22-23	Oct. 25-26	Oct. 30-31	Nov. 1-2	Nov. 14-15	Dec. 5-6
B INTRODUCTION & UPDATE to PLASTICS	Sep. 24-25	Oct. 23-24	Oct. 25-26	Oct. 30-31	Nov. 1-2	Nov. 12-13	Dec. 3-4
C QUALITY CONTROL: PREVENTING & SOLVING PROBLEMS	Sep. 24-25	Oct. 22-23			Nov. 1-2	Nov. 12-13	Dec. 3-4
D CONTROL PLASTICS FLOW	Sep. 26			Oct. 29		Nov. 12	Dec. 3
E RECENT ADVANCES IN CHARACTERIZATION & TESTING OF PLASTICS 2 1/2 days	Sep. 26-28			Oct. 29-31		Nov. 14-16	Dec. 5-7
F COMPOUNDING: MATERIALS, PROPERTIES & ECONOMICS	Sep. 24-25	Oct. 22-23		Oct. 30-31	Nov. 1-2	Nov. 13-14	Dec. 4-5
G ELECTRICAL & ELECTRONIC	Sep. 24-25						Dec. 3-4
H RIGID PVC 3 days	Sep. 26-28			Oct. 29-31		Nov. 14-16	
I STRUCTURAL DESIGN of PLASTICS	Sep. 25-26			Oct. 29-30			Dec. 6-7
J TESTING of Plastics for PERFORMANCE	Sep. 25	Oct. 24	Oct. 25	Oct. 31	Nov. 1	Nov. 13	Dec. 4
K ADHESIVES				Oct. 29-30	Nov. 1-2		
L REINFORCED PLASTICS	Sep. 27-28	Oct. 22-23		Oct. 30-31	Nov. 1-2	Nov. 12-13	Dec. 6-7
M INJECTION MOLDING	Sep. 24-25	Oct. 23-24	Oct. 25-26	Oct. 30-31	Nov. 1-2	Nov. 13-14	Dec. 4-5
N DESIGN PRODUCTS & MOLDS	Sep. 27-28			Oct. 30-31		Nov. 15-16	Dec. 6-7
O EXTRUSION	Sep. 27-28				Nov. 1-2	Nov. 15-16	Dec. 6-7
P REACTION INJECTION MOLDING	Sep. 24-25	Oct. 22-23	Oct. 25-26	Oct. 30-31	Nov. 1-2	Nov. 15-16	Dec. 6-7

For full information on the Plastics Seminars please call or write Michelle Fournier, University of Lowell, One University Avenue, Lowell, MA 01854 Tel. (617) 454-4664.

REGISTRATION INFORMATION

• Enrollment:

Return registration form or telephone reservations direct to Michelle Fournier at 617-454-4664.

• Confirmation:

Confirmation, directions, hotel reservation card (where applicable) & additional information will be sent upon registration.

• Certificate:

University of Lowell will award certificate of achievement at the conclusion of seminar.

• Room Reservations:

Room reservations and charges are the responsibility of each attendee. A block of rooms will be held for registrants until three weeks prior to seminars. Contact hotel directly.

• Time:

9:00 a.m. to 4:30 p.m.

(unless outline shows different)

8:30 a.m. - final registration and coffee

• Note:

Seminars have minimum/maximum enrollment.

• Note:

The university reserves the right to substitute seminar instructors.

TAX DEDUCTION FOR EDUCATIONAL EXPENSES:

An income tax deduction is allowed for educational expenses (registration fees and cost of travel, meals and lodging) undertaken to maintain and improve professional skills. See Treasury Regulation #1.162-5.

SEMINAR LOCATIONS

Lowell, MA.

University of Lowell Campus

1 University Ave.

Lowell, MA 01854 (617) 454-4664

Andover, MA

Sheraton Rolling Green Motor Inn

Lowell Street

Andover, MA 01810 (617) 475-5400

(Junction of Interstate 93 (Exit 17) and Route 133)

Woburn, MA:

Holiday Inn

Commerce Way

Woburn, MA 01801 (617) 935-7110

Hartford, CT

Holiday Inn

50 Morgan Street (I -84 & I -91)

Hartford, CT 06120 (203) 549-2400

"The University of Lowell is an Affirmative Action/Equal Opportunity University and does not discriminate on the basis of sex or handicap status in its educational programs, activities, or employment policies as required by Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973, as amended."

This brochure is printed at no cost to the Commonwealth of Massachusetts.

REGISTRATION FORM

Kindly mail Registration Form in an envelope to: Michelle Fournier

Make check payable to
"University of Lowell"

☐ Check enclosed

☐ Bill company

Attn: _____

University of Lowell
One University Avenue
Lowell, MA. 01854

Register For:

- | | | | |
|--|--------------|---------------|--------|
| 1 <input type="checkbox"/> Material Handling | Oct. 9 | Andover, Ma | \$125. |
| 2 <input type="checkbox"/> Business Planning | Oct. 9 - 10 | U of L Campus | \$225. |
| 3 <input type="checkbox"/> Effective Wage Adm. | Oct. 16 | Andover, MA | \$125. |
| 4 <input type="checkbox"/> Effective Wage Adm. | Nov. 14 | Hartford, CT | \$125. |
| 5 <input type="checkbox"/> Printed Circuits | Oct. 23 - 24 | Woburn, MA | \$225. |
| 6 <input type="checkbox"/> Management Skills | Oct. 24 - 25 | Hartford, CT | \$225. |
| 7 <input type="checkbox"/> Training Skills | Nov. 1 | Andover, MA | \$125. |
| 8 <input type="checkbox"/> Tools/Woman Mgr. | Nov. 7 & 14 | U of L Campus | \$225. |
| 9 <input type="checkbox"/> Effective Supervisory | Nov. 8 | Hartford, CT | \$125. |
| 10 <input type="checkbox"/> EEO | Nov. 14 | Hartford, CT | \$125. |
| 11 <input type="checkbox"/> Employee Recruiting | Nov. 15 | Hartford, CT | \$125. |
| 12 <input type="checkbox"/> Managing Stress | Nov. 27 | U of L Campus | \$125. |
| 13 <input type="checkbox"/> Soldering & Assembly | Dec. 4 - 5 | Andover, Ma | \$225. |
| 14 <input type="checkbox"/> Labor Contract | Nov. 13 | U of L Campus | \$125. |
| 15 <input type="checkbox"/> Effective Written Com. | Dec. 5, 6, 7 | U of L Campus | \$325. |

Company Name _____

Address _____

City _____ State _____ Zip _____

Telephone _____

Names of Registrants	Position	Seminar	Date
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University of Lowell
Continuing Education
One University Avenue
Lowell, MA 01854

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